



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, DC 20380-0001

MCO 1200.13F  
C 472  
16 May 01

MARINE CORPS ORDER 1200.13F

From: Commandant of the Marine Corps  
To: Distribution List

Subj: MARINE CORPS FRONT-END ANALYSIS (FEA) PROGRAM

1. Purpose. The purpose of this order is to provide the policies and procedures required to manage the Marine Corps FEA program, conduct FEA studies, and establish field support requirements.
2. Cancellation. MCO 1200.13E.
3. Background. The Training Development System (TDS) is the service-level application of the Systems Approach to Training (SAT) Process that is used to define training requirements for each Occupational Field (OccFld) and Military Occupational Specialty (MOS) or for skill areas and capabilities. The TDS applies the SAT process to MOS training development to ensure that Marines are prepared for service in the Operating Forces and Supporting Establishments without adversely affecting unit staffing due to excessive course length or instructor requirements. The Analyze Phase of this process utilizes the Marine Corps FEA Program to identify, collect, collate, and analyze job performance data.
4. FEA Program. The FEA Program has been used since 1969 to provide comprehensive review, analysis, and evaluation of the work performed by Marines. It is a systematic process designed to acquire empirical job performance data from the Operating Forces and Supporting Establishment. The FEA process is a critical component in TDS. It utilizes a job analysis methodology that is a combination of a task inventory and a set of software programs, called the Comprehensive Occupational Data Analysis Programs (CODAP), to automate, process, organize, and report job performance information. This approach is well established and is commonly used by the other U.S. military services, several foreign military services, and in the private sector. It is a powerful, thoroughly researched, and empirically based operational tool that provides extensive, high quality

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management job performance information for the development of individual training standards, and the validation of OccFld structure based upon Marine Corps needs.

a. FEA Studies. FEA studies are initiated on a regularly scheduled basis, or with:

(1) introduction of new or better weapons/equipment systems requiring new operator/maintainer tasks;

(2) organizational changes, i.e., changes in MOS structure, force structure, and career field realignments;

(3) doctrinal changes required by new laws, Department of Defense requirements, and Marine Corps needs;

(4) evaluations indicating that a performance/training deficiency exists;

(5) recommendation from higher headquarters; and/or

(6) special requests.

b. FEA Process. The FEA process is characterized by several elements. An outline of the steps normally followed in conducting an FEA survey are listed below:

(1) Initial Study Preparation. The FEA Analyst, in conjunction with an assigned training analyst, for the study conducts a "kickoff" meeting with representatives from Ground Training Branch and the OccFld Manager to provide overall FEA guidance and expectations. The scope of the project is defined with a discussion on TDS, the study objectives, type of survey required, sampling plan, data collection plan, projected timeline, final report, and any special areas of concern.

(2) Task Inventory Development. The task inventory serves as the basis for the FEA survey questionnaire, and is the primary mechanism that analysis efforts revolve around. It is of vital importance that the individual task statements that comprise the task inventory be constructed carefully and capture the essence of the work performed to ensure that the final analysis will yield meaningful job performance data.

(3) Sample Design. The sample design is a definitive plan for obtaining a representative sample of the target population that is (1) statistically reliable and (2) large enough to provide data that will allow for making inferences necessary to distinguish between jobs and to assess training requirements.

(4) Survey Questionnaire. A questionnaire booklet is designed and contains three parts. Part I consists of identification and demographic information, Part II contains the task inventory for the survey, and Part III contains a write-in comments section regarding training for entry-level Marines in their MOS/OccFld. Additional, relevant questions can be added as necessary.

(5) Survey Administration. The survey questionnaire is administered to the sample population to collect quantitative data for identifying and describing the duties and tasks that are performed by the MOSs within an OccFld. FEA data can be collected through on-site survey administration, mail-out surveys, or a combination of both depending upon study requirements.

(6) Survey Data Processing. The survey data are processed using the Comprehensive Occupational Data Analysis Programs (CODAP), which is a set of computer programs designed to automate, process, organize, and report job performance data.

(7) Survey Data Analysis. Data analysis is the critical point in the process and has two elements:

(a) Occupational Analysis. Occupational (job) analysis deals with manpower/structure related issues. It determines what jobs each MOS and grade level is actually performing. These findings are compared to published MOS descriptions, occupational structures, and existing training standards. The results are used by the Deputy Commandant (DC) Manpower and Reserve Affairs (M&RA) and Director, Total Force Structure (TFS) as straightforward assessments to "critique" an OccFld's structure

(b) Training Analysis. Training analysis focuses on training implications and forms the basis for decisions that identify task responsibilities for each MOS, identify the lowest grade required to demonstrate proficiency for each task (grade to standards), recommend "core and core-plus" tasks for entry-level and skills progression MOSs, and determine where these tasks will

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be trained, i.e., formal school training or managed-on-the job training (MOJT). The results are used by CG Training Command (C 47) to develop and maintain realistic and mission-oriented training standards.

(8) FEA Report. Once the data is analyzed, survey findings are summarized in the FEA Report that will be used as the baseline reference document for the development of Individual Training Standards (ITS) Orders or Training and Readiness (T&R) Manuals.

(9) FEA Report Staffing. FEA Reports that detail OccFld structural issues are staffed to the Commanding General, Training Command; the OccFld Manager; DC, M&RA; and Director, TFS for their review, comments, and concurrence. FEA Reports that contain only training analysis findings are sent to the OccFld Manager for information and retention.

(10) SME Conference. The SME Conference is composed of the GTB Action Officer and FEA Analyst, the OccFld Manager, and Marines from field activities that are knowledgeable in the subject area being studied. The purpose of the conference is to develop individual training standards/training and readiness (T&R) manuals.

## 5. Action

### a. Commanding General, Training Command (C 47)

- (1) Manage the FEA program.
- (2) Staff the FEA report to cognizant HQMC staff agencies for review/concurrence.
- (3) Coordinate the development of training standards.
- (4) Serve as the final approval authority for the recommendations contained in the Training Analysis of the FEA Report.

### b. OccFld Manager

- (1) Provide input for the task list development and sample design to CG Training Command (C 47).

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(2) Provide comments on the impact of manpower structure recommendations contained in the Occupational Analysis of the FEA report to CG Training Command (C 47).

c. DC, M&RA

(1) Provide comments as to the impact of manpower structure recommendations contained in the Occupational Analysis of the FEA report to CG Training Command (C 47).

(2) Monitor the implementation of approved manpower structure recommendations.

(3) Serve as the final approval authority for the recommendations contained in the Occupational Analysis of the FEA Report.

d. Commanding Generals of the Marine Forces, Supporting Establishments, and Commanders of separate organizations (when notified of an impending FEA survey visit)

(1) Provide a point of contact for the data collection visit.

(2) Ensure that Marines in the OccFld/MOS being studied are available for FEA survey administration.

(3) Provide the data collection team with a roster for each scheduled session.

(4) Ensure that adequate survey administration facilities for groups of 50 Marines are made available. (Well-lighted classrooms with desks, or service clubs with tables are required; theater-type spaces are not adequate.)


(5) Commanders of Marine Corps bases or air stations will coordinate the FEA support effort with all tenant commands. More specific guidance will be provided in letters of notification to commands.

6. Comments and recommendations concerning the FEA Program, or requests for information on the initiation of an FEA, should be submitted to the CG Training Command (C 47).

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7. Reserve Applicability. This Order is applicable to the Marine Corps Reserve.

  
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By direction

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